



SECRETARY OF DEFENSE  
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MAY 3 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
COMMANDERS OF THE COMBATANT COMMANDS  
ASSISTANT SECRETARY OF DEFENSE (PUBLIC AFFAIRS)  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

SUBJECT: Force Allocation and Reserve Component Alert/Mobilization Decision Process

This memorandum and attached guidance provide direction for staffing and approval of force allocation and reserve component Alert/Mobilization decisions. The intent is to utilize a standard process that ensures efficiency, transparency, and appropriate review for my approval of force management decisions.

The force allocation and Alert/Mobilization process will consist of four interlinked staffing cycles based upon urgency. The four staffing cycles are (1) annual cycle for global force allocation orders, (2) monthly cycle for non-urgent requests for forces, (3) weekly cycle for urgent requests for forces, and (4) immediate cycle for "special book" requests for forces.

For annual force allocations and Alert/Mobilizations, the Joint Staff will work with Military Departments, Combatant Commands, and Force Providers to refine and present fiscal year allocation orders. Non-urgent requests for forces and Alert/Mobilizations that require my approval will be processed in a monthly cycle. All urgent requests for forces and Alert/Mobilizations will be staffed in the weekly Operations Book cycle. Finally, immediate requests for forces and Alert/Mobilizations will be staffed as a "special book." These immediate requests will be briefed to me upon completion of the standard, but expedited, staffing process. I approve all force allocation orders.

The Joint Staff will ensure all force allocation and applicable Alert/Mobilization orders are fully vetted through the Military Services, the Office of the Secretary of Defense, and the Office of the Chairman, Joint Chiefs of Staff. If required, coordination will be conducted with Combatant Commands and defense agencies.

Details pertaining to the staffing and approval of force allocation and reserve Alert/Mobilization orders are attached.

Attachment: as stated



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## GUIDANCE

### Force Allocation and Reserve Component Alert/Mobilization Decision Process

To ensure transparency and thorough review, the Joint Staff will staff all force allocation orders through the Military Services, the Office of the Secretary of Defense, the Office of the Chairman, Joint Chiefs of Staff, and combatant commands and defense agencies as applicable. Alert/Mobilizations will be staffed by the Services and coordinated through OSD and CJCS. Normally, the following offices will participate in the force allocation staffing process:

- Requesting combatant commander
- All force providers involved (e.g., Joint Force Providers; Combatant Commanders; Military Departments / Services; Defense Agencies)
- OSD: USD(P), USD(P&R), USD(I), ASD(PA), ASD(LA), and DoDGC
- CJCS: OCJCS(LC), OCJCS(PA), OCJCS(LA)

Within the Secretary of Defense Operations Book (SDOB) brief, each order will be presented in a format best suited to apprise the SecDef on issues that should be taken in account prior to his decision. Considerations include, but are not limited to: new mission assignment versus a previously assigned mission; unit level of command; type of capability (e.g. conventional or special operations); presence or absence of strategic implications; current Alert/Mobilization guidance; and comments or non-concurs received during the staffing process. All actions with unresolved non-concur coordinations will be addressed in the main section of the SDOB. All public and legislative affairs releases must be produced and coordinated in conjunction with ASD(PA) and ASD(LA), respectively.

The force allocation and Alert/Mobilization approval process will consist of four interlinked cycles based upon urgency. The four cycles are (1) annual cycle for global force allocation orders, (2) monthly cycle for non-urgent requests for forces, (3) weekly cycle for urgent requests for forces, and (4) immediate cycle for "special book" requests for forces.

The Joint Staff will work with OSD, the Military Departments, Combatant Commands, and Force Providers to forward for SecDef approval fiscal year allocation orders that further incorporate force capabilities, including but not limited to: ground; naval; air; special operations forces; and airborne intelligence, surveillance, and reconnaissance. The Department of Defense will endeavor to close persistent "low density – high demand" gaps through the Joint Capability Integration and Development System and relevant Program Objective Memorandums.

Effective June 1, 2007, all non-urgent requests for forces and Alert/Mobilizations will be processed in a monthly cycle. The following timeline and responsibilities apply:

- NLT Day 1: Combatant Commanders submit non-urgent requests to the Joint Staff. Upon receipt, the Joint Staff begins validation while force providers develop sourcing solutions.
- NLT Day 14: The Joint Staff receives sourcing solutions, and prepares and disseminates the coordination documentation and draft order for review and comment.
- NLT Day 21: The Military Departments, applicable Combatant Commands, the Office of the Secretary of Defense, and the Joint Staff internally staff and provide to the Joint Staff (DJ-3) comments by principals or their designated representatives. For actions requiring Public or Legislative affairs engagement, PA/LA products will be provided for review as necessary.
- Days 22-31: The Joint Staff prepares and coordinates the SDOB brief, normally held on Thursday. NLT 1400 the day prior to the SDOB brief, the CJCS forwards to the SecDef the SDOB with an executive summary and the coordination results and comments. Following SecDef review the Joint Staff releases the SecDef approved orders.

When necessary, urgent requests for forces and Alert/Mobilizations will be handled in a weekly SDOB cycle with the intention of briefing the SecDef on Thursday. The following timeline and responsibilities apply:

- NLT 1200 Friday prior to the week of execution: The Joint Staff provides coordination documentation and draft orders for review and comment by principals or their designated representatives.
- NLT Tuesday:
  - The Military Services, applicable Combatant Commands, the Office of the Secretary of Defense, and the Joint Staff provide comments related to orders for the upcoming SDOB brief.
  - For actions requiring Public or Legislative affairs engagement, PA/LA products will be provided for review as necessary.
- Wednesday:
  - The Joint Staff briefs the CJCS on urgent requests for forces, and the coordination results and comments.
  - NLT 1400, the CJCS forwards to the SecDef the SDOB with an executive summary and the coordination results and comments.
- Thursday: The SecDef receives the SDOB brief. Following SecDef review the Joint Staff releases the SecDef approved orders.

The final cycle is for immediate requests for forces and Alert/Mobilizations that will be staffed in a “special book” status. These requests will be processed via the

regular, but expedited staffing process, and briefed to the SecDef, highlighting all staffing coordination and comments.

Reserve Alert/Mobilizations will be coordinated by the Services through OSD and CJCS. The SecDef reviews and approves all alert mobilizations containing involuntary mobilization lengths greater than 12 months or unit dwells less than 1:4. The SecDef designee for approving other involuntary Alert/Mobilizations is the applicable Military Department Secretary for conventional forces and USD(P&R) for special operations forces. The Military Department Secretaries or USD(P&R) shall notify the SecDef, following CJCS and OSD coordination as described above, prior to release by the Military Department. All public and legislative affairs releases must be produced and coordinated in conjunction with ASD(PA) and ASD(LA), respectively. The following memoranda apply:

- SecDef memorandum dated February 13, 2003 (Partial Mobilization (World Trade Center and Pentagon Attacks) and Redlegation of Authority under Title 10, United States Code, Section 123, 123a, 527, 12006, 12011, 12012, 12302, and 12305).
- SecDef memorandum dated January 19, 2007 (Utilization of the Total Force)
- USD(P&R) memorandum dated March 15, 2007 (Revised Mobilization/Demobilization Personnel and Pay Policy for Reserve Component Members Ordered to Active Duty in Response to the World Trade Center and pentagon Attacks - Section 1)